

Blue Note Junction (BNJ) - A Community Health and Business Incubator

RFP for Coronavirus State and Local Fiscal Recovery Funds

Asheville Creative Arts

Abby Felder
Asheville Creative Arts
55 Middle Mountain Road
Black Mountain, NC 28711

abby@ashevillecreativearts.org
O: 914-830-3000

Abby Felder

Asheville Creative Arts
55 Middle Mountain Road
Black Mountain, NC 28711

abby@ashevillecreativearts.org
O: 914-830-3000

Application Form

Question Group

Buncombe County requests proposals for projects to help the community recover from and respond to COVID-19 and its negative economic impacts.

Buncombe County has been awarded \$50,733,290 in Coronavirus State and Local Fiscal Recovery Funds (Recovery Funding), as part of the American Rescue Plan Act. To date, Buncombe County has awarded projects totaling \$23,093,499, leaving a balance of \$27,639,791 available to award.

Visit <http://www.buncombecounty.org/recoveryfunding>
<http://www.buncombecounty.org/recoveryfunding>
<http://www.buncombecounty.org/recoveryfunding>
<http://www.buncombecounty.org/recoveryfunding>
<http://www.buncombecounty.org/recoveryfunding> for details.

This infusion of federal resources is intended to help turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery.

Buncombe County is committed to investing these funds in projects that:

- Align to county strategic plan and community priorities
- Support equitable outcomes for most impacted populations
- Leverage and align with other governmental funding sources
- Make best use of this one-time infusion of resources
- Have a lasting impact

Proposals shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

[Click here](#) for the full terms and conditions of the RFP

Organization Type*

Nonprofit

Nonprofit documentation

If nonprofit, attach IRS Determination Letter or other proof of nonprofit status.

[Determination Letter - ACA 501 c 3.PDF](#)

Name of Project.*

Blue Note Junction (BNJ) - A Community Health and Business Incubator

New/Updated Proposal*

Is this a new project proposal or an updated version of a proposal submitted during the earlier (July 2021) Recovery Funding RFP?

Updated version of previously submitted proposal

Amount of Funds Requested*

\$1,500,000.00

Category*

Please select one:

- Affordable Housing
- Aging/Older Adults
- Business Support/Economic Development
- Environmental/Climate
- Homelessness
- K-12 Education
- Infrastructure and/or Broadband
- Mental Health/Substance Use
- NC Pre-K Expansion
- Workforce

Business Support/Economic Development

Brief Project Description*

Provide a short summary of your proposed project.

Blue Note Junction: A Community Health and Business Incubator

This project is an extension of the work of partner organizations Asheville Creative Arts (ACA), Hood Huggers International (HHI), and Peace Gardens & Market (PG&M). We are building a destination where the health and wealth of the BIPOC community takes center stage, while giving visitors an immersive cultural experience. A fully integrated business incubator and cultural center, this all-inclusive space creates a new model for communities which have been hardest hit by COVID-19.

In the near and far term, this project will create paid opportunities for BIPOC and other residents, contracts for Black-owned businesses, ongoing business support and training to BIPOC entrepreneurs, and diverse programs designed to support the BIPOC community.

Blue Note Junction is an essential part of the infrastructure in the growing ecosystem being built to support the growth and sustainability of BIPOC businesses in the region.

Project Plan*

Explain how the project will be structured and implemented, including timeframe.

The Blue Note Junction is a multi-phased project. We are currently seeking funds for Phases I and II. Phase III will occur and be funded at a future time.

Phase I (now - early 2023, for which we are seeking partial funding):

-Community Engagement (immediate and ongoing): Establish Blue Note Advisory Council (BNAC) to ensure community engagement, guidance, investment, and accountability during all phases of the project. The BNAC is established and meets regularly, inclusive of Burton Street residents, area and national fundraising experts, and other interested community members.

-Land Acquisition (immediate): Purchase the .73 acre lot located at 54 Burton Street where the project will be built. The project team has an active Letter of Intent to purchase with the current landowners.

-Planning & Consultation (immediately upon purchase of land through Spring 2023): legal, architectural, engineering, and financial planning for detailed project specifications, financing tools and other resources.

-Capacity Building (immediate and ongoing): continue community asset mapping initiated by HHI, inviting new and essential partners to the table and engaging them in all phases of the project, including youth engagement.

-Strategic Plan for long term sustainability

Phase II (years 1 - 4, for which we are seeking partial funding):

-(Mid-2023 through 2025) Securing permits for and breaking ground on brick & mortar space that will include and house the following:

--Sustainable design (reuse of existing materials [shipping containers], solar panels/solar power, solar hot water, etc.)

--1st Floor/Street-facing - Buy-local fresh produce and retail market featuring local BIPOC makers and growers with attached greenhouse

--1st Floor/Street-facing - Garage for Hood Tours fleet (black history tours)

--1st Floor - Commercial Kitchen

--2nd Floor - Multipurpose performance/meeting space & black box theater

--2nd Floor - Business incubator & co-working space, including access to area professionals (business coaching, accountants, attorneys, contracting specialists, bankers, etc.)

-Ongoing community engagement

-(Mid-2023 pre-ground-breaking and continuing) Engaging BIPOC businesses, growers, makers, & other key partners. It is integral to our plan to employ BIPOC community members in the construction of BNJ.

-Strategic Plan for long term sustainability

-(Late 2024 - Late 2025) Phased soft opening of all Phase II elements

Phase III (years 5-6, future funding):

-Design & build of outdoor spaces and landscape to include the following:

--Teaching pavilion and gardens

--Community spa (hot tubs, outdoor sauna) and meditation gardens

--Outdoor stage & event space

--Community-driven art installations

--Space for food truck(s)

--Expansion of key partners

--Hard/Grand opening

--Strategic Plan for long term sustainability

--Create a toolkit to share best practices of the project with interested communities regionally and nationally

Statement of Need*

Describe the need that this project will address. Include data to demonstrate the need, and cite the source of the data.

According to the State of Black Asheville (pre-covid) statistics, the need for economic mobility and accessible living wage jobs for the BIPOC community is clear:

Household Income

-Black households represent 44% of those making under \$20K per year and 19% of those making over \$50K per year. (US Census Bureau, 2011-2015 five-year estimates)

-The average per-capita income in Buncombe County is \$15,535 for Blacks and \$28,480 for Whites. (US Census Bureau, 2011-2015 five-year estimates, Poverty Level 2015 for comparison)

Employment

-In Buncombe Co, the average monthly earnings are \$2,324 for Blacks and \$3,459 for Whites. (US Census Bureau, unadjusted for inflation)

-In Buncombe Co, the United States Census identified 858 Black-owned firms and 26,122 White-owned firms. (US Census Bureau, 2012)

-In Buncombe Co, the Black-owned businesses average \$40K in annual sales, compared to \$400K for White-owned businesses. (US Census Bureau, 2012)

The article "The Hidden Problems of Property Taxes" highlights data demonstrating that lower income residents in Buncombe Co are paying a higher share of property taxes per acre than their more wealthy counterparts, further exacerbating the wealth gap.

The Burton Street Community, where the project is located, is facing the pending I-26 highway expansion, for which the Burton Street neighborhood has been designated an Environmental Justice Community (STIP I-2513 Final Environmental Impact Statement 8-6). In response to the I-26 project, the community developed their first neighborhood plan, which called for a business incubator, farmer's market, and community green spaces to counteract the devastating impacts of the highway incursion. This plan was formally adopted as part of the City of Asheville's Comprehensive Plan in 2018.

In 2018 and 2021 respectively, the City of Asheville and NC DOT released disparity studies outlining stark deficiencies when contracting with minority owned businesses - contributing to the growing wealth gap.

Link to COVID-19*

Identify a health or economic harm resulting from or exacerbated by the public health emergency, describe the nature and extent of that harm, and explain how the use of this funding would address such harm.

According to the report "Addressing the Needs of Black-Owned Businesses and Entrepreneurs" compiled by The Partners in Equity and ResilNC, as well as the COVID Tracking Project Racial Data Tracker, Black people and businesses have been disproportionately impacted by COVID with black people dying at 1.4 times the rate of white people. And black businesses were disproportionately unable to access COVID recovery funds with only 3% of Black entrepreneurs surveyed able to receive funds:

"The economic consequences of the global pandemic have amplified the disparate and unequal access to financing for Black-owned businesses, causing greater rates of closure and slower recovery than white-owned businesses. In the Piedmont region of North Carolina specifically, Black-owned businesses reported cutting costs, laying off staff and their inability to seek significant capital..."

The New York Federal Reserve Bank reported that "41% of Black-owned businesses closed- unable to access the necessary economic and social capital to stay afloat amid the crisis...compared with 17% of White-owned businesses."

The US Census Bureau published findings in the article “COVID-19 Pandemic Hit Black Households Harder Than White Households, Even When Pre-Pandemic Socio-Economic Disparities Are Taken Into Account” highlighting the devastating and pronounced economic, physical and emotional toll the pandemic has had on African Americans.

This funding and project would channel resources into a community devastated by a historical legacy of divestment, exacerbated by the pandemic, and build capacity for long-term wealth and health that will become self-sustaining. It will keep food dollars within the local economy while supporting creation of jobs in the area, with priority to BIPOC employees, makers, and growers. It will grow Black businesses, reinvigorate the neighborhood’s cultural and agricultural heritage, all while promoting healthy habits and reducing food insecurity.

Population Served*

Define the population to be served by this project, including volume and demographic characteristics of those served.

As a cultural and retail destination, the Blue Note Junction focuses on serving and uplifting the BIPOC community. As organizations, ACA, HHI and PG&M focus on people and neighborhoods who have historically been under-resourced, underserved, and/or underestimated. We strive to uplift and expand resources to Black artists, youth, entrepreneurs and potential entrepreneurs - supporting and/or helping launch 20+ ventures annually.

The proposed project will be rooted in a historically Black neighborhood (Burton Street) where we are building multiple initiatives to serve the longtime black residents, as well as the newer residents (as the neighborhood is rapidly gentrifying).

We have a particular focus on BIPOC residents on fixed incomes (elders/disabled), BIPOC artists, BIPOC business owners/aspiring business owners, and BIPOC youth. According to the 2015 ACS LMISD, at least 49% of residents in our target area are Low to Moderate Income (LMI). We use the HUD data and definitions of low to moderate income , which are defined in the 2015 ACS LMISD tracts and block groups nationwide.

Integral to the design of the project is the engagement of BIPOC individuals and businesses in every element of the project - designing the project, building the project, supplying the products, and ultimately operating the project once it officially launches.

This culturally inclusive project has the potential to impact 50,000+ local residents, artists, and tourists annually.

Results*

Describe the proposed impact of the project. List at least 3 performance measures that will be tracked and reported. If possible, include baselines and goals for each performance measure.

-Creates vibrant and culturally relevant spaces that support other entrepreneurs & communities throughout the region:

--Hood Tours - black history tour that educates, maintains, and invests in historically African American spaces (currently visits and reinvests in over 15 different BIPOC-led businesses and organizations).

--Peace Gardens & Market - an all-local marketplace that highlights and supports local BIPOC growers & makers. (will partner with at least 20 local BIPOC-led growers and makers annually)

--Commercial Kitchen - supporting local food entrepreneurs (will support at least 5 food entrepreneurs monthly)

--Black box theater & multi-use performance space - supporting at least 2 creatives annually from concept to production

--Co-working and business incubator space - supporting at least 20 existing & aspiring entrepreneurs annually - with both office space and business development services.

-Creates quality jobs at or above living wage with benefits: Inclusive of design, build, and operations, this project will create at least 40 living wage (or higher) jobs - 15 of those being permanent positions as part of the Blue Note Junction operations.

-Supports future job creation and entrepreneurship (focusing on BIPOC community): we anticipate supporting and/or helping launch 20 existing or aspiring entrepreneurs annually.

-Increases access to local food and value-added products: through the all-local retail market and the commercial kitchen, the project will support at least 20 local growers, makers, and farmers annually. We plan to implement double-SNAP benefits within the retail market, providing additional access to fresh, local produce to low-income households.

-Support community economic diversification: we will be incubating and supporting businesses in at least 7 different industry categories (landscaping, farming/gardening, craft, food: value-added and fresh prepared, tourism, retail, and theater/arts).

Evaluation*

Describe the data collection, analysis, and quality assurance measures you will use to assure ongoing, effective tracking of contract requirements and outcomes.

Blue Note Junction will build on ACA, HHI, and PG&M's existing system of tracking Objectives and Key Results (OKRs) throughout the project - utilizing an automated spreadsheet with built-in quarterly reporting and a visual dashboard for tracking progress at the overarching project level, subprojects, all the way down to individual assignments.

In addition to our OKR system, we will develop a comprehensive tracking system for collecting data on the business related performance measures and enter that data into a centralized outcome-tracking spreadsheet/software that will facilitate aggregating and analyzing the data and reporting it with quarter over quarter and year over year comparisons.

Blue Note Advisory Committee (BNAC), comprised of key staff from partnering organizations and community members/stakeholders is meeting weekly to review progress on the project, including but not limited to, budget/spending (projected vs. actual), key timeline benchmarks (projected vs. actual schedule), and other key benchmarks set by the grantor and BNAC at the award/outset of the project. This committee will provide ongoing analysis of the collected data, as well as guidance/support when needed if key benchmarks are being exceeded or missed.

ACA, HHI and PG&M Staff will remain points of contact for Federal reporting requirements, and will be responsible for completing interim updates, cash requests / reimbursements and reports on outcomes.

Equity Impact*

How will this effort help build toward a just, equitable, and sustainable COVID-19 recovery? How are the root causes and/or disproportionate impacts of inequities addressed?

In August 2020 the Buncombe County Board of Commissioners declared racism a public health crisis, which manifests in disparities in education, housing, employment, health and justice.

Among the action items identified to address this crisis are county supported efforts towards enhancements of equitable economic drivers, which include expanding Black business ownership, supporting workforce development; recreation outcomes which create culturally appropriate outdoor spaces for BIPOC communities; and health outcomes that promote healing through public health initiatives. Additionally, the project aligns with the Living Asheville Comprehensive Plan - meeting 14 of the 39 priority goals outlined in the plan, including Goal 33: "Ensure that historically marginalized or disadvantaged communities are better incorporated in broader Citywide investment strategies."

Our leadership has a proven record of successfully incubating businesses (Green Opportunities, Hood Tours, PG&M, MS Lean) and building private/public partnerships offering programs that heal trauma and promote health. Both Hood Tours and PG&M have garnered national and international recognition and draw diverse visitors from across the globe.

A grant from the county would allow for project partners to scale efforts toward contributing to a just, equitable and sustainable society, particularly in the context of COVID-19 recovery, by providing the necessary capital to create and sustain programs that generate meaningful community wealth, and therefore health. Our unapologetic focus is improving the physical, emotional, and economic health of the BIPOC community.

As emphasized by ResilNC: "To address [lack of] capital and market access for Black-owned businesses, private and public dollars must pour into pre-seed and seed funds, more capital investment across a businesses life-cycle is welcomed, and additional investment in African American communities is needed to acquire and control their own assets."

Project Partners*

Identify any subcontractors you intend to use for the proposed scope of work. For each subcontractor listed, indicate:

- 1.) What products and/or services are to be supplied by that subcontractor and;
- 2.) What percentage of the overall scope of work that subcontractor will perform.

Also, list non-funded key partners critical to project.

ACA is the primary contractor who will subcontract with key project partners, HHI and PG&M to provide expertise in economic development, sustainable agriculture, workforce development, and youth development, all centering racial equity.

Collectively, our three key partnering organizations will perform 50% of the work which includes facilitating community input into design and implementation of the brick-and-mortar space that will fulfill the needs identified in the Burton Street Community Neighborhood Plan relative to cultural preservation, business incubation, food security, and overall health.

For the remaining 50% of the work we will further sub-contract with experts in legal/business structures, architecture, construction, green technologies, and human resources, who will engage BIPOC-led businesses and neighborhood entrepreneurs in the work. Preliminary conversations have been had with Van Winkle Law Firm (Attorney Martin Moore), Glazer Architecture firm, AIRE, MS Lean Landscaping, Sean Pace Grading & Demolition, and Diane Timberlake (HR expert).

To further economic development and scaling of programs, assisting BIPOC-led businesses in contracting with DOT and other governmental agencies, we will work with Dianne Timberlake, formerly of Polk County Department of Transportation, and Jackson Tierney, a private contractor with a background in large public works projects. Additional health/wellness capacity consultation will be provided by Umoja Health, Wellness and Justice Collective and Asheville Yoga Center.

Non-funded key partners critical to the project include neighborhood residents and successful entrepreneurs from the community who will volunteer their time and talent to mentor and add capacity to existing resources. They include CDFIs such as Mountain Bizworks with which HHI has a long relationship, a local real estate developer, artists including Steebo Designs, and students and professors from UNCA's STEAM lab.

Capacity*

Describe the background, experience, and capabilities of your organization or department as it relates to capacity for delivering the proposed project and managing federal funds.

ACA is a two-time recipient of federal funds via the National Endowment for the Arts and is experienced with the associated procurement, tracking and reporting. ACA and HHI have just received notification of a recommendation of funding from NEA's Creative Placemaking program, Our Town, and will receive 75k over 2-years for a jointly managed project to install public art in the Burton Street Neighborhood. Additionally, ACA ED, Abby Felder, has managed the finances for multi-million dollar, multi-year capital projects for NYC based organizations, including Queens Council on the Arts and Theatre of the Oppressed NY.

HHI's founder, DeWayne Barton, is a former Robert Woods Johnson Culture of Health Leader and a current fellow with the Appalachian Regional Commission's Leadership Institute. Safi Martin, M.E. (Masters of Entrepreneurship) and co-founder of PG&M, has over 20 years experience at the management and executive levels within the public mental health space, where she oversaw statewide operations for a multimillion dollar corporation. Both DeWayne and Safi have and do serve in leadership roles with local and state boards and commissions. Project leadership from HHI and PG&M is embedded in the community being served and therefore uniquely positioned to facilitate buy-in, adapt service delivery based on key-performance indicators and participant feedback.

In addition to collaborating on arts programs, together ACA, HHI and PG&M have developed a shared suite of financial templates, HR templates and policies, and other administrative infrastructure. HHI is pre-qualified for receiving federal contracts (active SAM registration and registration in grants.gov). Project leadership brings a collective 80 years experience in health and wellness, economic development, arts and education, to be coupled with expertise of local contractors who will be folded into HHI's CAP Model which prioritizes accountability.

Budget*

Provide a detailed project budget including all proposed project revenues and expenditures, including explanations and methodology. For all revenue sources, list the funder and denote whether funds are confirmed or pending. For project expenses, denote all capital vs. operating costs, and reflect which specific expenses are proposed to be funded with one-time Buncombe County Recovery Funds.

Download a copy of the budget form [HERE](#). Complete the form, and upload it using the button below.

April 2022 Buncombe County Recovery Funds Budget - County Template.pdf

Special Considerations*

Provide any other information that might assist the County in its selection.

Blue Note Rendering and Lean Canvas.pdf

Project leader DeWayne Barton is a key catalyst in the development and creation of Buncombe County's Isaac Coleman Initiative, is recently elected president of the Burton Street Community Association which guarantees channels for community engagement and feedback as project leaders execute the tenants of the Neighborhood Plan to build a space which will develop long-term opportunities for economic improvement, and overall community health which stems from improvements to play creative and constant role in the creation of the isisal Colman initiative the seed that help form current lagcity neighborhoods.

Hands-on learning supported by this project, which will include construction skills and project planning, will build capacity and generate community wealth that will prepare participants to contract with the Department of Transportation and Parks & Rec, et al, in advance of upcoming I-26 Highway expansion and potential Smith Mill Creek Greenway construction.

Of note is why we named this project "Blue Note Junction". The Burton Street Community was founded and developed by E.W. Pearson, serial entrepreneur and renaissance man. During his time as a leader in Buncombe County's Black community, he owned and operated The Blue Note (community store), as well as founded the Western Regional Agricultural Fair - which drew crowds of up to 10,000 in its heyday. We honor E.W. Pearson's legacy, and we recognize that this collaboration creates a junction or intersection of efforts to lift and promote the health and wealth of Buncombe County's residents.

File Attachment Summary

Applicant File Uploads

- Determination Letter - ACA 501 c 3.PDF
- April 2022 Buncombe County Recovery Funds Budget - County Template.pdf
- Blue Note Rendering and Lean Canvas.pdf

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JUL 10 2014

ASHEVILLE CREATIVE ARTS INC
C/O ABIGAIL FELDER
1818 ASTORIA PARK S STE 6
NEW YORK, NY 11102-3411

Employer Identification Number:
46-4551364
DLN:
17053055326034
Contact Person:
CUSTOMER SERVICE ID# 31954
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
August 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
January 7, 2014
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,

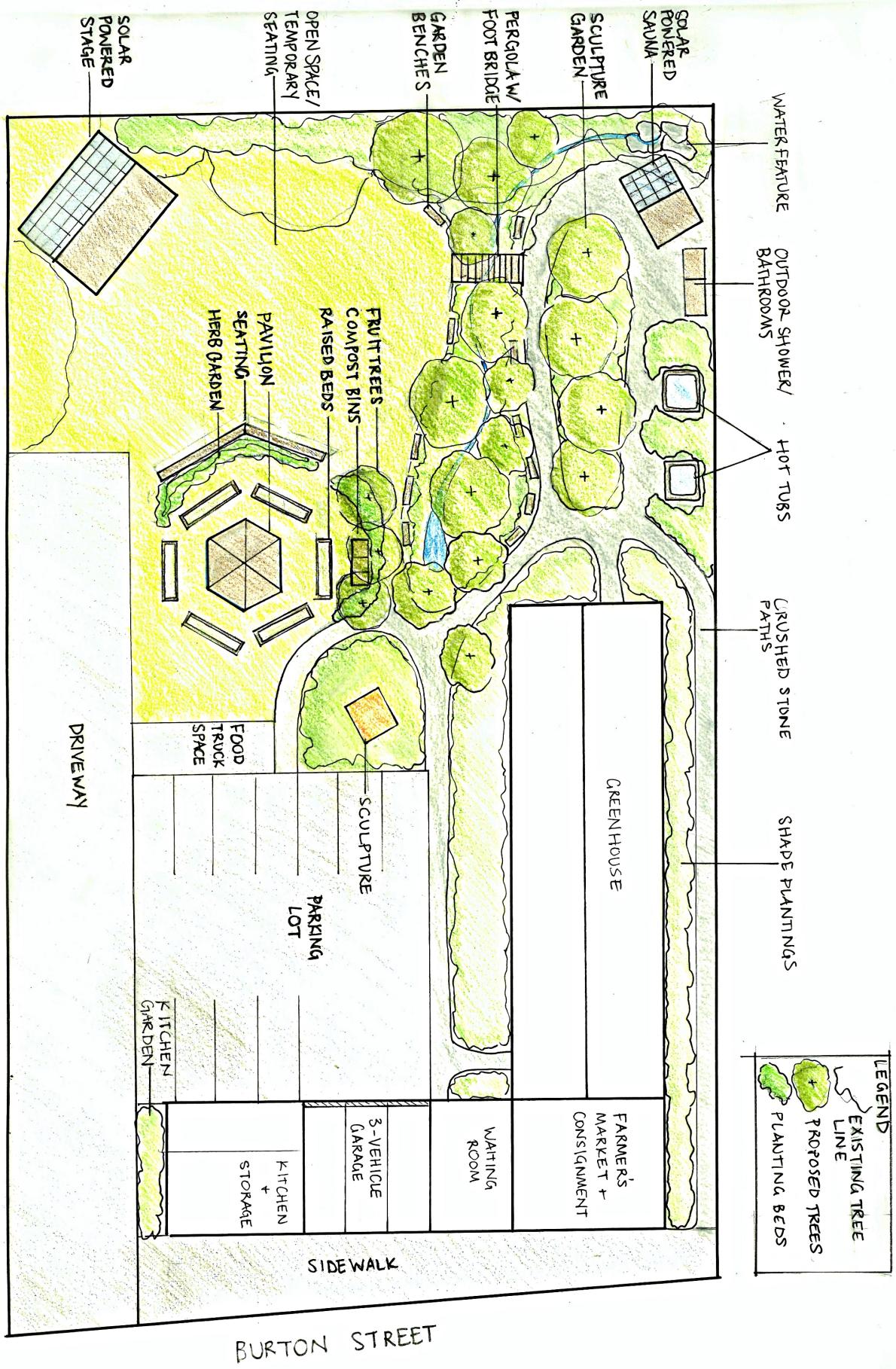
Tamara Rippendaal

Director, Exempt Organizations

**Coronavirus State and Local Fiscal Recovery Funds
Proposed Project Budget**

Organization Name:	Asheville Creative Arts and Hood Huggers International			
Project Name:	Blue Note Junction (BNJ) - A Community Health and Business Incubator (Phases I and II)			
Amount Requested:	\$			
				1,500,000.00
Proposed Project Revenue Funder	Amount	Confirmed or Pending?	Notes	
Proposed Buncombe COVID Recovery Funds	\$ 1,500,000.00	Pending		
City Stimulus Funds	\$ 500,000.00	Pending	Ranked in the top 20% of applications undergoing panel review - decision announced soon	
NC Dept of Commerce	\$ 200,000.00	Pending	To support creation of full-time, permanent jobs, application slated for FY23-24	
Glass Foundation	\$ 200,000.00	Pending	To support environmental and educational initiatives housed within the BNJ, application deadline 4/15/22	
Cannon Foundation	\$ 75,000.00	Pending	For equipment purchases, application slated for FY23	
Robert Wood Johnson Foundation	\$ 350,000.00	Pending	Pioneering Ideas application slated for fall FY22	
Opportunity Appalachia	\$ 75,000.00	Pending	To be submitted 4/15/22	
Healthy Food Financing Initiative	\$ 250,000.00	Pending	Funding for retail market submitted 3/22/22, by invitation only	
Corporate Sponsorships	\$ 25,000.00	Pending	Bank of America and local corporate sponsors in process FY22 onwards	
Individual and Foundation Gifts	\$ 1,100,000.00	100k committed, remainder Pending	Annual appeal and ongoing crowdfunding campaign in process launched 4/10/22 with a goal of 460k, Contribution from HHI Surplus	
Earned Revenue from Programs	\$ 716,400.00		Starting in Phase II, includes sales from the market, commercial kitchen and food truck rentals, Hood Tours revenue, coworking space and business incubation	
	Total	\$ 4,991,400.00		
Proposed Project Expenses	Proposed Recovery Funds	Other Funds	Total	Capital or Operating Expense?
Phases 1-2				
Property - Land & Buildings	\$ 400,000	\$ 100,000	\$ 500,000.00	Capital
Furniture, Fixtures & Equipment		\$ 75,000	\$ 75,000.00	Capital
Salaries & Wages & Fringes	\$ 187,552	\$ 225,477	\$ 413,028.41	Operating
Professional Fees - Administrative				
Legal and Accounting Fees	\$ 80,000	\$ 80,000	\$ 160,000.00	Capital
Architect (Landscape and Building)	\$ 240,789	\$ 82,749	\$ 323,537.80	Capital
Contractor / Project Manager	\$ 500,000	\$ 2,278,750	\$ 2,778,750.00	Capital
Grading		\$ 15,000	\$ 15,000.00	Capital
Theatrical Sound and Lights Consultant		\$ 2,500	\$ 2,500.00	Capital
Fundraising Consultant		\$ 13,125	\$ 13,125.00	Capital
Mental Health Consultant		\$ 2,500	\$ 2,500.00	Capital
Phase 3				
Salaries & Wages & Fringes	\$ 91,659	\$ 367,548	\$ 459,206.79	Operating
Professional Fees - Artistic				
Commissioned Artists		\$ 20,000	\$ 20,000.00	Operating
Artists performing on Hood Tours		\$ 12,000	\$ 12,000.00	Operating
Professional Fees - Admin		\$ 12,400	\$ 12,400.00	Operating
Artwork Production and Supplies		\$ 2,400	\$ 2,400.00	Operating
Catering & Hospitality		\$ 1,200	\$ 1,200.00	Operating
Dues, Fees and Subscriptions		\$ 2,200	\$ 2,200.00	Operating
Equipment and Furnishings		\$ 2,400	\$ 2,400.00	Operating
Insurance		\$ 18,840	\$ 18,840.00	Operating
Marketing and Promotion		\$ 13,012	\$ 13,012.00	Operating
Postage and Printing		\$ 6,300	\$ 6,300.00	Operating
Repairs and Maintenance		\$ 6,000	\$ 6,000.00	Operating
Software and IT		\$ 12,000	\$ 12,000.00	Operating
Supplies		\$ 6,000	\$ 6,000.00	Operating
Telecom and Utilities		\$ 24,000	\$ 24,000.00	Operating
Depreciation		\$ 10,000	\$ 10,000.00	Capital
Cash Reserve		\$ 100,000	\$ 100,000.00	Capital
	Total	\$ 4,991,400.00		

SITE PLAN: BLUE NOTE JUNCTION
4/15/2021



PROBLEMS	SOLUTION	UNIQUE VALUE PROPOSITION	ADVANTAGE	CUSTOMER SEGMENTS
<ul style="list-style-type: none"> • 41% of black-owned businesses closed during the COVID-19 pandemic • Black entrepreneurs received less COVID \$\$ support than their white counterparts. • Disproportionate COVID-19 health impacts: black people die at 1.4x the rate of their white counterparts. • Pre-COVID racial disparities - many levels 	<ul style="list-style-type: none"> • Guided by policy, build a destination that supports the physical, emotional, and economic health of the BIPOC community, while giving customers an immersive cultural experience. 	<p></p> <p>A synergistic collaboration of art, environment, and social enterprise – a destination where the health and wealth of BIPOC individuals and communities takes center stage.</p>	<ul style="list-style-type: none"> • Established brand of HHI/Peace Gardens • Unique business model that invests in BIPOC entrepreneurs & communities • Cultural experience with each visit 	<ul style="list-style-type: none"> • BIPOC community & allies • Health conscious • Arts & Culture • Buy-local • Socially conscious, supporting social justice • Gardeners • Neighborhood residents • School groups • Tourists
<p></p> <ul style="list-style-type: none"> • Inventory • Labor (retail, spa, gardens, tour guides, etc.) • Facility/infrastructure upkeep (spa, gardens, etc.) • IT infrastructure (websites, tour scheduling, etc.) • Marketing & PR • Operations overhead (utilities, etc.) • Professional services (legal, accounting, etc.) 	<p></p> <ul style="list-style-type: none"> • # of tours • # of event, spa, & co-working participants • Retail revenue • Business incubation • # and \$\$ of grants • # of key partnerships • # of policies that our work supports 	<p></p> <p>A one-stop experience to: buy-local, receive business mentorship, learn how to grow and prepare healthy food, take in a show, support multiple BIPOC entrepreneurs, and visit the community spa.</p>	<p></p> <ul style="list-style-type: none"> • Social media followers & shares • Collateral visitors (tours, events, market, classes, spa, etc.) • CVB/Explore Asheville • AirBnB Experiences • Word of mouth • Press/media coverage 	<p></p> <ul style="list-style-type: none"> • Local gardeners • Buy-local devotees • Fans/friends of Hood Huggers, Peace Gardens, ACA • Community members • Artists
<p></p> <ul style="list-style-type: none"> • Hood Tours bookings • Retail sales (market, spa, consignment, & online merch) • Speaking & consulting fees • Ticketed events • Spa passes and/or memberships • Classes (art, garden, theater, value-added, etc.) • Space rental fees • Sponsors 				